



Government Performance Project,
Pew Charitable Trusts

GRADING THE STATES:

Money
People
Infrastructure
Information

Infrastructure Management: An Assessment
Presented to TRB, 11 January 2005

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GPP “Big Questions”

- **People**
 - How well does the state manage its employees, including implementing an effective and efficient hiring, retention, development, and reward system?
- **Money**
 - How well does the state manage its fiscal resources, including budgeting, forecasting, accounting and **financial** reporting, procurement, contracting, investments, and debt?
- **Assets**
 - How well does the state manage its physical infrastructure, including its roads, bridges, buildings, and other resources supported by capital expenditures?
- **Information**
 - How well do elected leaders and managers use information and technology to measure the effectiveness of services, make decisions, and communicate with citizens?

Study Timeline

- First draft of criteria: Dec 2003
- Survey instrument constructed: January 2004
 - Identify data to be collected by academics
 - Identify data to be collected by journalists
 - Conduct outreach/validation
- Survey completed to extent possible by researchers: Jan–May 2004
- Survey goes into the field: Mid-May 2004
- **Survey data set complete: Oct 1**
- Academics, journalists complete grading assessment: Oct 11-15
- Preliminary grading sessions: Oct 18-22
- Final grading session: Nov 8-12
- Articles written: Nov 17-Dec 15 2004
- Articles edited: Dec 15-30 2004
- Closing: Jan 7 2005
- Press releases for 50 states: Jan 2005
- Web material written: Jan 2005 (who writes it?)
- Publication: Feb 2005



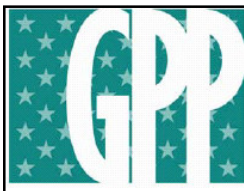
C1. The state conducts a thorough analysis of its infrastructure needs and has a transparent process for selecting infrastructure projects.

- a) The state regularly conducts an infrastructure condition assessment in accordance with accepted engineering standards.**
- b) A systematic assessment of future infrastructure needs informs the capital planning process.**
- c) The state has a formal, multi-year capital plan that both prioritizes capital activities and links directly to the capital budget.**



C1. The state conducts a thorough analysis of its infrastructure needs and has a transparent process for selecting infrastructure projects.

- d) The state's selection of projects for inclusion in the capital budget relies on capital planning priorities, condition assessments of infrastructure, and public input.**
- e) The state includes estimates of the operating and maintenance costs of the capital projects in the capital plan and the capital budget, and it formally links those estimates to the state operating budget prior to legislative adoption.**



C2. The state has an effective process for monitoring infrastructure projects throughout their design and construction.

- a) The state adequately monitors, evaluates, and detects project cost overruns, delays, and safety compliance.**
- b) The state effectively intervenes to take corrective action, as necessary, in managing the construction of capital projects.**
- c) The state effectively manages the private companies that build its infrastructure.**




C3. The state maintains its infrastructure according to generally recognized engineering practices.

- a) The state adopts a life-cycle approach to asset management.**
- b) The state employs current condition assessments in setting priorities for infrastructure maintenance and renewal.**
- c) The state funds maintenance at a level that minimizes a facility's life-cycle costs and that ensures defined levels of service and safety standards are met.**
- d) The state effectively manages the private companies that operate and maintain its infrastructure.**




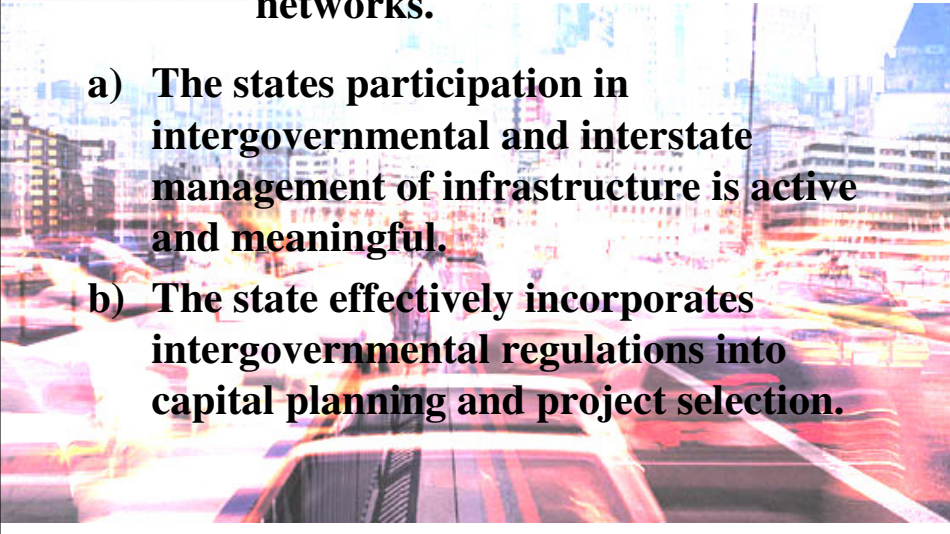
C4. The state comprehensively manages its infrastructure.

- a) When responsibility overlaps, inter- and intra-agency councils and offices effectively coordinate infrastructure issues.**
- b) Capital plans recognize the interrelated nature of the infrastructure system.**



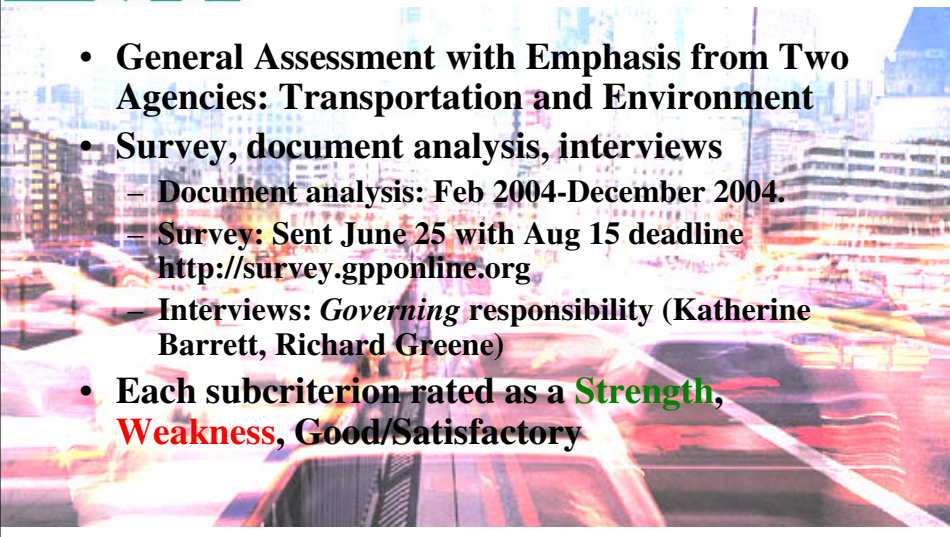
C5. The state creates effective intergovernmental and interstate infrastructure management networks.


- a) The states participation in intergovernmental and interstate management of infrastructure is active and meaningful.**
- b) The state effectively incorporates intergovernmental regulations into capital planning and project selection.**



Grading the States

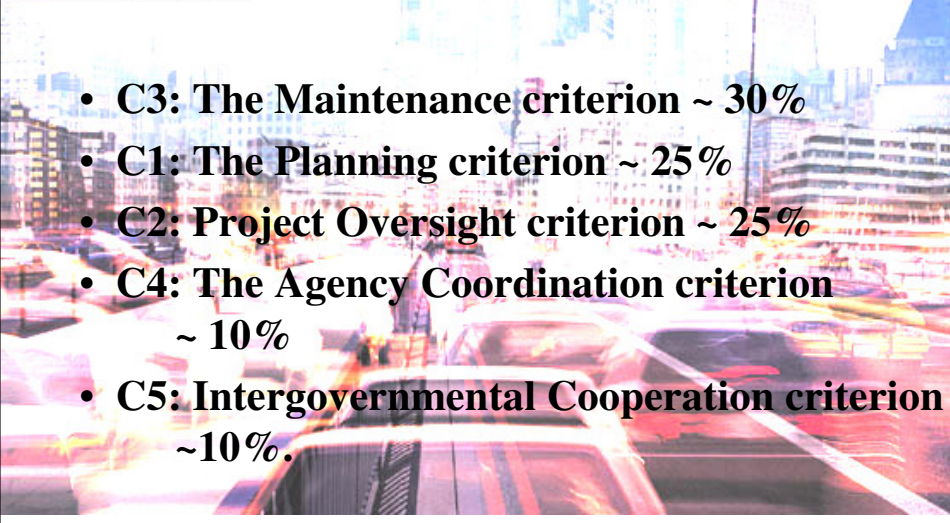
- **General Assessment with Emphasis from Two Agencies: Transportation and Environment**
- **Survey, document analysis, interviews**
 - Document analysis: Feb 2004-December 2004.
 - Survey: Sent June 25 with Aug 15 deadline
<http://survey.gpponline.org>
 - Interviews: *Governing* responsibility (Katherine Barrett, Richard Greene)
- Each subcriterion rated as a **Strength**, **Weakness**, Good/Satisfactory







A flexible weighting scheme reflecting their relative impact on producing outcomes

- **C3: The Maintenance criterion ~ 30 %**
- **C1: The Planning criterion ~ 25 %**
- **C2: Project Oversight criterion ~ 25 %**
- **C4: The Agency Coordination criterion ~ 10 %**
- **C5: Intergovernmental Cooperation criterion ~10 %.**



Preliminary Distribution of Criterion Scores for all 50 States, January 7, 2005 (subject to verification)

	1	2	3	
C1	14	23	13	50
C2	7	34	9	50
C3	28	17	5	50
C4	6	29	15	50
C5	0	27	23	50
	55	130	65	250



INFRASTRUCTURE GRADES

A	B	C	D	F
?	?	?	?	?

February 2005 issue of *Governing* will release state grades and vignettes of each state. GPP website will post more detailed information on each state, its strengths and weaknesses, and other information for all four management areas.



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